

STATINTL

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## ROUTING AND RECORD SHEET

DD/S 71-234/1  
FILE O & M

SUBJECT: (Optional)

FROM:

Director of Personnel  
5 E 56 HQ

EXTENSION

NO.

DD/S 71-234/1

DATE

10 JUN 1971

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TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director for  
Support 7 D 18 HQ

15 JUN 1971

2. Executive Director-Comptroller  
Rm 7D59, Hqs

3.

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14. DD/S Distribution:  
Orig - Ex. Dir.-Compt.

15. 1 - DD/S Subject

In response to your request, [ ] did attempt to elicit the recruiters' views on youth and the Agency's image. Obviously, the comments of this group, who are in daily touch with "youth", have particular meaning. I do not believe, however, that you will find too much that is surprising to you in this summary.

One message I get is that a well-written "fact book" could provide well-thought-out answers to many of the questions raised. The Deputies endorsed the preparation of such a book, but I am not aware of the progress being made. I believe responsibility for the book lies somewhere between [ ] and Professor Ehrmann. It is my impression that they may be considering a modification of the Blue Book--I'm not at all sure that is what is wanted.

Harry B. Fisher

We are sending a copy of the attached Memo to [ ] & Ehrmann

1 to 2 -  
Colonel White -

You may find this of some interest.

Robert S. Wattles

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7 June 1971

MEMORANDUM FOR: Director of Personnel

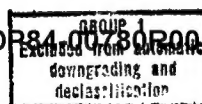
SUBJECT : The Recruiters' Views on Youth and the Agency Image

1. In their recent conference the recruiters pooled their views about youth and the Agency, with some interesting and encouraging results. Opinions varied on many questions, reflecting both personal and regional points of view, but there was general agreement on major points which can be summarized as follows.

a. There is a "youth problem," but it is not one of widespread hostility and alienation. A small minority are rabble-rousers and get the headlines. The significant problem lies in the changing interests and attitudes of young people who seem concerned as never before about what they perceive to be basic issues. However naive or imperfect its expression, the concern is real and it is reflected in a more questioning and ambivalent attitude toward job choices. This isn't necessarily bad, and in the long run it may be good.

b. There is an "image" problem which arises from a number of causes. In the first place, we have no agreed definition among ourselves of what the Agency's image is or ought to be or whether we should be concerned about image at all. Among the public, most people have no particular perception of the Agency, but of those who do, all too many are influenced by misinformation and conjecture. We are somehow mixed up with Defense or the FBI; we conduct domestic spying and have something to do with law enforcement, campus unrest and narcotics; our major function is to combat individuals and governments who disagree with U.S. policy; we are an autonomous organization with a heavy influence on foreign policy; for many ex-servicemen we are a paramilitary organization. For whatever reasons, we usually are perceived in terms of clandestine activity rather than intelligence research and production; and to the extent that our image is tarnished, it tends to be among the bright liberal arts students more than any other group. Finally, many people who get into the applicant stage gain an impression of bureaucracy in the Agency because of the lengthy processing procedure, the time required to get an employment decision, and what they fear may be security restraints on personal lives.

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c. Despite the foregoing points we are experiencing no difficulty in identifying, attracting and bringing in adequate numbers of qualified young people in all job categories.

2. The generalizations in a and b above are supported by the recruiters' listings of questions which they get frequently from applicants, faculty members, student counselors and other lead sources. Most questions, of course, are the normal ones which would be asked of or about any prospective employer, but there are a number of recurring themes which reveal varying degrees of applicant misunderstanding and concern. They tend to fall into a pattern and can be grouped under subject matter headings as follows.

#### Foreign Operations

Does CIA really try to overthrow foreign governments?

Why does the Agency support anti-democratic elements in foreign countries?

How much truth is there in repeated stories that CIA's major role overseas is stirring up insurrections and running small wars?

Can you explain CIA's role in Guatemala? Singapore? in Cuba? in the Congo? in Laos?

Does the Agency assassinate or order the elimination of people?

What real controls exist to curb CIA activities abroad?

What is CIA's role in the formulation of foreign policy?

#### Domestic Operations

What is the Agency's role inside the United States?

Are you affiliated with the FBI? DIA? NSA? Isn't there duplication?

Do you engage in investigative and law enforcement work?

Do you infiltrate student groups? Why do you use campus organizations as fronts for covert activity?

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### Administration

Why does it take so long to get an employment decision?

I am a loyal U.S. citizen; why does it take so long to clear me?

Why would the Agency have budget and ceiling problems? Don't you have unlimited funds?

How are your jobs related to Civil Service?

Can I be let go at any time? Can I quit if I want to?

What financial controls exist over the Agency?

Why is your budget not subject to public scrutiny?

### Policy Formulation and Controls

How can you distinguish between CIA's roles in the formulation and execution of foreign policy?

If CIA doesn't make policy, why do the accusations persist?

To whom is the Agency accountable for its actions?

### Impact on Personal Activities

What restrictions are there on the personal lives of employees and their families?

Does the Agency "check up" on its employees after hours?

If an employee decides to leave, what effect does Agency employment have on his chances for other types of professional work?

If I am encouraged to maintain professional ties, why must I deny Agency affiliation?

Is the work really dangerous?

### Public Relations

Why doesn't the Agency answer charges which are patently false or absurd?

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Moral or Ethical

How can CIA's actions be morally justified in an open society?

Are secrecy and devious methods consistent with democracy?

3. The recruiters are not disturbed that such questions continue to arise. They consider them inevitable when such publicity as the Agency receives depends upon some editor's notion of what is newsworthy. Nor have they changed very much over the years; the main difference in recent times is that critics have found fresh material in our identification with an unpopular war. The recruiters find no great difficulty in dealing with these questions, and they are not raised in such volume as to be a hindrance to recruitment. They are symptomatic, however, of a general lack of information and understanding about the Agency which a "Fact Book" could help to correct. In summary, recruiters feel that we needn't worry too much about what our critics say--they will say it no matter what--but we must accept the fact that youthful attitudes and values are changing. The young applicant today is likely to be both more skeptical and more idealistic than he used to be, and less inclined to accept the status quo without question. We do not need a public relations campaign and any large-scale efforts along that line probably would be counterproductive. Our "low profile" recruitment policy is keeping us out of the rabble-rousers' line of fire, and about the most helpful thing now would be an expanded, factual, objective statement about the Agency and its work which recruiters could use selectively in dealing with applicants and sources.



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Deputy Director of Personnel  
for Recruitment and Placement

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